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APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF
BRAZIL

IPF:(1987-91) $17 500 000

(BRA/90/030) - Special Programme for Reformulation and
Human Resources Training at SERPRO

Date of approval:	26 March 1991
Expected duration:	Two years
Proposed executing agency:	Government
Government implementing agency:	Federal Data Processing Service (SERPRO)
Proposed UNDP contribution:	Nil
Government cost sharing:	$485 400
Total UNDP budget:	$485 400

Project background

The Federal Data Processing Service (SERPRO) plays an important role in the Brazilian Government's current programme of modernization and rationalization of the federal structure. SERPRO is a public enterprise, subordinated to the Ministry of the Economy, Finances and Planning, that executes information and data processing services for the Government at the federal, state and municipal levels. Some of the agencies that SERPRO works for are the Federal Tax Administration, the National Treasury Department, Federal Goods and Prices Control, the Electoral Court System, the Ministry of Justice and the National Planning Secretariat.

SERPRO has identified a variety of problems in its present institutional make-up that prevent it from performing its role effectively. The enterprise's institutional image is considered outdated, inefficient and unprepared to solve customer's problems. Customer satisfaction has declined due to the enterprise's lack of ability to clearly define and effectively deal with customers' problems, lack of capacity to meet the demand for services while maintaining quality, disorganized and outdated data, and overly expensive charges for services.

Inside the organization, weaknesses identified include slowness in attending to customers and overcoming obstacles; lack of clear direction for actions; a heavy administrative structure, excessively centralized, yet disorganized; lack of an adequate communication system; low level of automation and preference for manpower-intensive, in-house solutions, rather than seeking innovative approaches outside the enterprise.

In order to meet the real needs of government agencies, a new management model for SERPRO has been designed, based on evaluation of outputs. Adopting that model will involve the complete restructuring of the enterprise, its internal management systems, human

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resources policy, production processes, the communication system, customer service policy, the system for estimating prices, and that for staff training. SERPRO's new profile will be characterized by management based on outputs, automation of manual processes, utilization of the latest generation technology, improved products, cost reduction of its services and transformation of labor-intensive tasks.

It is expected that these major institutional changes at SERPRO will make it an effective instrument in the effort to streamline the Brazilian Government. Other intended benefits include the reduction of illegal tax withholding and evasion, improved tax collection system; more timely access to information for government decision-making; and an increased supply of better quality, lower-priced data processing services.

Description of project

The long-term objective of the project is to strengthen and modernise the management and execution of information services rendered to the Federal Government, through the improvement of SERPRO's models, processes, structures and methodologies, especially related to customer service, development of data processing systems and industrial production of information services.

The immediate objectives of the project are to: (a) improve services to SERPRO customers, giving special attention to the clear identification of customers' needs, implementation of appropriate strategies, and improved quality at lower prices; (b) enable SERPRO to keep abreast of and internalize state-of-the-art technology in its services, through reformulation of the enterprise's Technological Policy, training of technical staff in new methods and technologies, and systematic management of services and resources; (c) implement a permanent human resources policy and a training and development model; and (d) train and motivate regular staff and management, as well as integrate employees with the enterprise's goals.

Project activities will include: (a) definition of performance indicators based on expected outputs; (b) implementation of an analysis system to determine the enterprise's position in the market; (c) development of a basic organizational model and a management information system; and (d) definition of the scope and modality of Customer Service; and implantation of systematic evaluation of rendered services.

Inputs

UNDP will provide short-term international consultancy (three man-months) and national professionals (13 man-months) in the areas of human resources, modernization and new technologies; subcontracts in the areas of management monitoring, organizationl reform and implementation of the management model; and group and in-service training.

The Government will provide the direct involvement of SERPRO's entire Directorate and access to the whole organizational structure and all equipment and facilities. Working groups of high-level technicians have been designated for each of the project outputs.

Financial data

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Personnel	180 000
Subcontract	175 000
Training	80 400
Equipment	35 000
Miscellaneous	15 000
Total	485 400